City Strategic Plan
Alexandria FY2017 to FY2022

UPDATED NOVEMBER 2017

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Citywide glossary of terms are online at https://www.alexandriava.gov/uploadedFiles/special/CivicEngagement/CSPGlossaryFinal022117.pdf

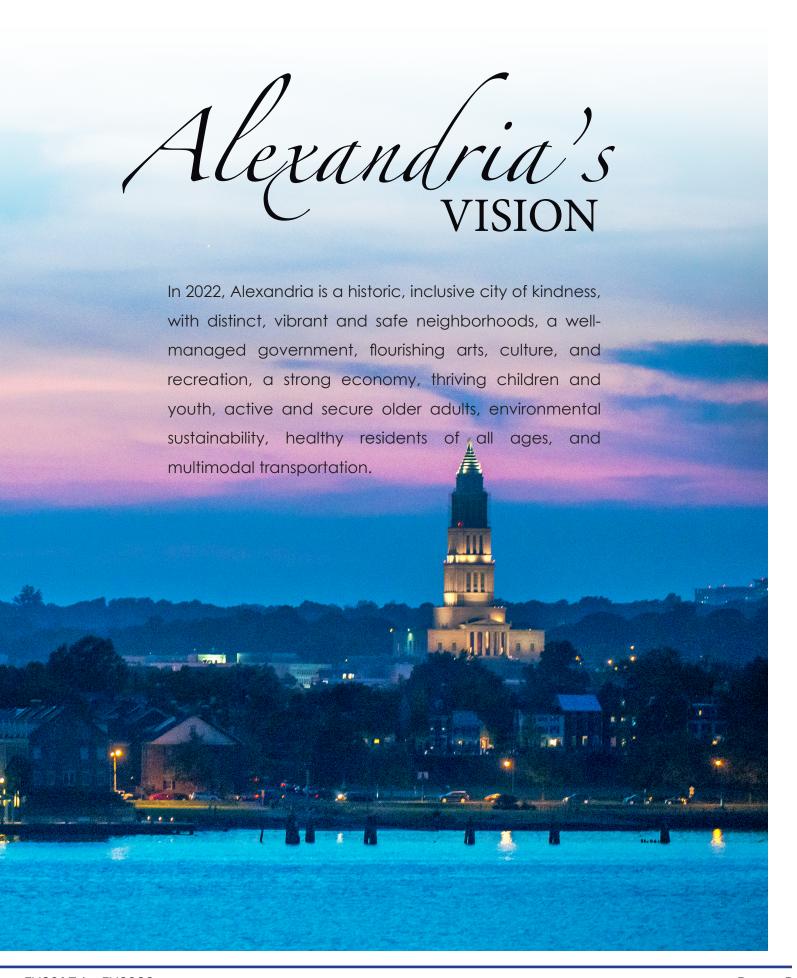Updated version – November 2017

Original version (April 2017) adopted by
Alexandria City Council on January 30, 2017

Introduction

The City of Alexandria's first Strategic Plan took effect in 2004, and the community principles it included still resonate today. This plan was updated in 2006 and again in 2010 to reflect changes and "new realities" in the community.

The FY 2017 – FY 2022 Strategic Plan builds upon our past strategic plan's foundation while updating it for the future. This was accomplished through a collaborative effort whereby the community was engaged through meetings and online forums guided by the City's engagement approach, What's Next Alexandria. The result of this effort is a vision, measurable key indicators, and alignment with adopted plans and policies.

Alexandria's VISION

In 2022, Alexandria is a historic, inclusive city of kindness, with distinct, vibrant and safe neighborhoods, a well-managed government, flourishing arts, culture, and recreation, a strong economy, thriving children and youth, active and secure older adults, environmental sustainability, healthy residents of all ages, and multimodal transportation.

Making the Vision a Reality

Our City's vision contains 10 thematic areas, key indicators, and action items that the City is focused on achieving. To further understand and achieve our vision, each of these 10 themes is explained below. Although these themes are described separately, they are intertwined and impact one another.

Accompanying each theme are four sections:

1. The first section contains a paragraph that describes what the theme means to the community.

2. The second section is a set of indicators with targets that provide actionable goals the City is striving to influence and achieve. These indicators and targets help us track our progress, successes, and challenges. By making the indicators a primary part of the plan, the City is committing to tracking and reporting on the progress of the plan to the community throughout the life of the document.

3. The third section is a list of important deliverables for each theme.

4. The fourth section includes the City's plans, documents, and policies that support achieving each theme and related indicators.

Distinctive and Vibrant Neighborhoods

In 2022, Alexandria values its history, honors its diverse communities, and respects its distinct, vibrant and walkable neighborhoods. The city has a small-town feel and is committed to sustaining a high quality of life in its urban, suburban and commercial areas. Alexandria is committed to historic and archaeological preservation and interpretation, honoring its historic legacy. Alexandria has complementary and varied architecture and a beautifully built environment, and the City ensures that new development and infill are compatible with the character of Alexandria's neighborhoods, natural environment, and historic resources.

Key Indicators to Achieve by 2022

- Maintain the percentage of residents satisfied with the city's historic preservation at or above 2016's 83%
- Maintain the percentage of residents with a positive view of the overall quality of new development in Alexandria at or above 2016's 64%
- Maintain the percentage of residents with a positive view of their neighborhood as a place to live at or above 2016's 83%

Action Items (through FY 2018)

- Digitize historic documents that illustrate changes to the city's urban landscape
- Commemorate and interpret Alexandria's role in WWI
- Continue preservation of the historic ship and other artifacts from Alexandria's waterfront
- Provide stakeholder trainings for the design and development community to strengthen partnerships, reduce compliance issues and expedite the construction process

Supporting City Plans, Documents and Policies

- Aging Master Plan[1]
- Alexandria Citywide Arts and Culture Plan
- Alexandria Library Five-Year Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Alexandria Park Plan
- Chesapeake Bay Total Maximum Daily Load Action Plan
- Dog Parks Master Plan
- Energy and Climate Change Action Plan
- Environmental Action Plan 2030 (including Eco-City Alexandria)

Distinctive and Vibrant Neighborhoods, Continued

Supporting City Plans, Documents and Policies, Cont'd.

- Fort Ward Management Plan
- Housing Master Plan
- Open Space Plan
- Potomac Yard Metrorail Station Plan
- Public Art Implementation Plan and Policy
- Recreation, Parks and Cultural Activities Needs Assessment
- Urban Forestry Master Plan

Inclusive City

In 2022, Alexandria is a caring, kind, compassionate, fair, just and equitable city that supports an affordable and livable community for all. As an inclusive city, there is no place for intolerance in the community. Further, the city is committed to and values our diversity. Alexandria provides high-quality social services to eligible residents to reduce poverty and increase self-sufficiency. The city is welcoming to people in all stages of life and is known as an age-friendly community. The city has closed the broadband gap by ensuring quality access to all residents.

Key Indicators to Achieve by 2022

- Reduce the percentage of low- and moderate-income households considered to be housing cost burdened from 2015's 67%
- Increase the percentage of residents who do not perceive barriers to living in Alexandria based on age, gender, race, national origin, religion, disability, or sexual orientation from 2016's 80%
- Reduce the percentage of residents living in poverty from 2014's 9.6%
- Maintain the unemployment rate below the regional, state and federal unemployment rates
- Reduce homelessness from 224 persons in 2016 to 173

Action Items (through FY 2018)

- Support nonprofits and Alexandria Redevelopment Housing Authority to provide committed affordable housing
- Develop tools and strategies to create and maintain deeply subsidized committed affordable units
- Implement land use tools and strategies to maximize the production and preservation of affordable, accessible and assisted living units through the planning and development process
- Create Title VI Plan for the City
- Expand the Fair and Impartial Policing training to all employees
- Conduct fair housing testing and training
- Create a comprehensive one-stop workforce development shop
- Implement Strategies to execute federal, state, and local goals toward functionally ending chronic homelessness by the end of 2017
- Identify and support homeless youth and transitional age youth (18-24) in Alexandria by implementing best practices developed the Department of Housing and Urban Development and partnering with ACPS and the Health Department
- Add English language courses at Barrett and Duncan libraries
- Conduct Route 1 South planning study

Inclusive City, Continued

Supporting City Plans, Documents and Policies

- Aging Master Plan[1]
- Alexandria City Public Schools Strategic Plan
- Alexandria Library Five-Year Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Children and Youth Master Plan
- City Council's Statement on Inclusiveness
- Early Care and Education Common Agenda
- Housing Master Plan
- Long Range Education Facilities Plan
- Strategic Plan to Prevent and End Homelessness

Well-Managed Government

In 2022, Alexandria's government provides ethical, effective and efficient services that are responsive to the community and focused on improving quality of life. Major policy decisions are considered by City Council and are reflective of community engagement. City government is accountable, transparent, and backed by quality and responsive staff. Public facilities are maintained in a state of good repair so they can effectively support municipal operations and services.

Key Indicators to Achieve by 2022

- Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies
- Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77%
- Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69%
- Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52%
- Increase the percentage of City-owned building square footage that is rated in Grade C/Average or better according to the Facility Condition Index (FCI) rating from 2016's 56%

Action Items (through FY 2018)

- Expand the customer account and payment portal
- Seek financing opportunities for complex public infrastructure projects
- Successfully update the five-year financial planning model for FY 2019 - FY 2023
- Develop a City mobile application
- Establish a single point of contact for all non-emergency government services (such as a 311 number)
- Develop a citywide strategic facilities master plan
- Begin study of conditions and special maintenance requirements of City-owned museums and historic structures, including the newly acquired Reeder House
- Establish a new cable franchise agreement through an open process
- Begin implementing the citywide broadband project
- Complete Municipal Strategic Facilities Planning Project
- Identify space options for DCHS Consolidation project
- Integrate Discovery & Collection Teams
- Implement the reduction, reassignment and disposal of fleet vehicles and identify alternative methods for utilization of pool cars for City employees

Well-Managed Government, Continued

Supporting City Plans, Documents and Policies

- Alexandria Library Five-Year Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Alexandria Park Plan
- Combined Sewer System Long Term Control Plan
- Sanitary Sewer Master Plan
- Solid Waste Management Plan
- What's Next Alexandria Civic Engagement Policy

Safe and Resilient Community

In 2022, Alexandria residents, workers, and visitors feel safe at all hours. If they require help, the response from well-trained staff is timely, courteous and professional. Preventable problems are avoided, and City government takes a regional view of planning for safety and emergency response and recovery. The community is resilient and prepared to handle emergencies and emerging risks, including providing support to residents with special needs during emergencies. Buildings in Alexandria are up to code to ensure they are structurally sound and safe.

Key Indicators to Achieve by 2022

- Reduce the number of violent crimes from the 2015 rate of 209 incidents per 100,000 residents
- Reduce the response time for 90% of medical incidents from 6:52 (six minutes and fifty-two seconds) in 2016 to 6:30 (six minutes and thirty seconds)
- Reduce the response time for 90% of fire incidents from 6:57 (six minutes and fifty-seven seconds) in 2016 to 6:30 (six minutes and thirty seconds)
- Increase the percentage of residents who have a positive overall feeling of safety in Alexandria from 2016's 80%
- Increase the City's Building Insurance Services Office rating from 82 out of 100 in 2016 to 85 out of 100

Action Items (through FY 2018)

- Continue to coordinate a specialize response team focused on youth who run away from home and are victims of human trafficking
- Implement strategies to assure the safety of key populations: children, victims of domestic violence, older adults, individual suffering a behavioral health crisis
- Enhance Community Policing and youth engagement efforts
- Continue the community paramedicine program that engages and directs frequent contacts of the EMS system to appropriate medical and social resources
- Continue to coordinate gang intervention services through the Alexandria Gang Prevention Community Task Force in partnership with Northern Virginia Family Services
- Improve emergency preparedness by initiating a community risk reduction plan
- Design Waterfront Flood Mitigation
- Continue the Fire Department's fire and medical dual role provider implementation
- Begin Construction of Fire Station 203
- Develop and begin implementation of a 21st Century Policing Plan
- Implement protocols and practices, such as the Restorative Justice Initiative, to divert eligible youth from the Juvenile & Domestic Relations Court

Safe and Resilient Community, Continued

Supporting City Plans, Documents and Policies

- Aging Master Plan[1]
- Alexandria City Public Schools Strategic Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Alexandria Library Five-Year Plan
- Chesapeake Bay Total Maximum Daily Load Action Plan
- Children and Youth Master Plan
- Complete Streets
- Potomac Yard Metrorail Station Plan
- Transportation Management Plan
- Transportation Master Plan

Flourishing Arts, Culture and Recreation

In 2022, Alexandria has a network of accessible parks and public open spaces that define neighborhoods and provide connections to local and regional open space systems and trails. Alexandria's parks will be a combination of active and passive open spaces and are intended to integrate historical interpretive elements and public art. The design of these spaces will create and enhance active public gathering places for neighborhood performances, concerts, and cultural activities. Arts, culture and recreation activities are available and accessible to residents of all ages and to those with disabilities.

Key Indicators to Achieve by 2022

- Maintain the percentage of residents satisfied with opportunities to attend arts, culture, and music activities at or above 2016's 74%
- Maintain the 2015 rate of 7.3 acres of open space per 1,000 residents
- Increase the percentage of Alexandria households participating in recreation programs from 2016's 52%

Action Items (through FY 2018)

- Construct Interim Fitzgerald Square
- Evaluate alternative uses for Cameron Run Regional Park
- Begin design of Hensley Park renovations
- Increase community programming at the City libraries
- Begin planning for the historic interpretation of our unique maritime heritage along the waterfront, including the exhibition of the ship, warehouse, and other artifacts
- Continue recreation program marketing efforts to enhance programs and enrollment

Supporting City Plans, Documents and Policies

- Aging Master Plan[1]
- Alexandria Citywide Arts and Culture Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Athletic Field Master Plan
- Chinquapin Park Recreation Center and Aquatics Facility Feasibility Study
- Environmental Action Plan 2030 (including Eco-City Alexandria)
- Fort Ward Management Plan
- Four Mile Run Restoration Project
- Natural Resources Management Plan

Flourishing Arts, Culture and Recreation, Continued

Supporting City Plans, Documents and Policies, Cont'd.

- Open Space Plan
- Potomac Yard Metrorail Station Plan
- Public Art Implementation Plan and Policy
- Waterfront History Plan

Strong Economy

In 2022, Alexandria is a business destination and center of innovation. Alexandria's business community is diverse, inclusive and robust. Mixed-use development is oriented around transit hubs and activity centers. Small businesses are supported and flourish, and the historic district and museums attract visitors that contribute to the tax base.

Key Indicators to Achieve by 2022

- Increase the local gross domestic product from $11.1 billion in 2015 to $12.3 billion
- Reduce the office vacancy rate from 15.6% in 2015 to 12.4%
- Increase the number of jobs in Alexandria from 106,238 in 2015 to 113,850

Action Items (through FY 2018)

- Implement a new land based management and permit system with 100% Electronic plan review capabilities
- Implement small business zoning and permit process improvements
- Launch new tourism advertising campaign
- Conduct cross-marketing campaign leveraging opening of MGM
- Provide support for the formation of a Business Improvement District in Old Town
- Implement Economic Sustainability 2.0 Work Group
- Continue to implement initiatives to support growth of the retail sector in Alexandria
- Develop policy recommendations to address office conversion and obsolescence
- In conjunction with the owner/developer, facilitate the redevelopment of the Landmark Mall site
- Continue to implement elements of the Eisenhower West Plan
- Provide orientation and meeting planning resources to drive new lodging, restaurant, retail revenue from the opening of the National Science Foundation
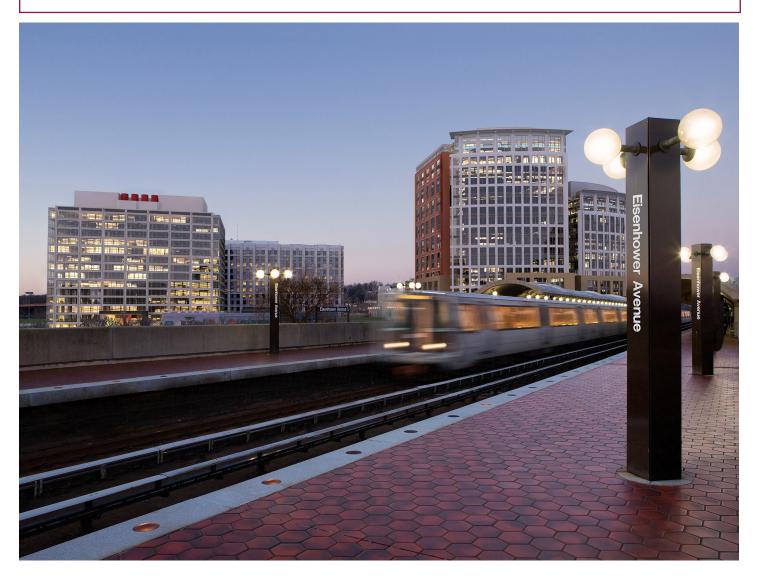
Supporting City Plans, Documents and Policies

- Alexandria Citywide Arts and Culture Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Combined Sewer System Long Term Control Plan
- Environmental Action Plan 2030 (including Eco-City Alexandria)
- Green Building Policy
- Housing Master Plan
- Potomac Yard Metrorail Station Plan

Strong Economy, Continued

Supporting City Plans, Documents and Policies, Cont'd.

- Public Art Implementation Plan and Policy
- Transportation Management Plan
- Transportation Master Plan

Thriving Children and Youth

In 2022, Alexandria ensures the basic needs of all children and youth are met. Early childhood education and care, K-12 education, and before and after school activities are available, of high quality, and accessible to all children and youth. City government proudly collaborates with and supports Alexandria City Public Schools (ACPS).

Key Indicators to Achieve by 2022

- Increase the percentage of students who participate in early childhood programs the year prior to entering ACPS kindergarten classrooms from 76% in 2016 to 83%

- Reduce the percentage of youth who self-report current alcohol use from 2014's 26%

- Increase the on-time high school graduation rate from 82% in 2016 to 92%

- Increase the percentage of youth who self-report engaging in daily physical activity, lasting 60 minutes or more from 13% in 2014 to 16%

- Increase the percentage of children and youth who report having three or more non-parent adults who provide support from 2016's 42%

- Reduce the teen pregnancy rate from 23 per 1,000 in 2014 to 10 per 1,000

- Reduce the City's infant mortality rate from 5.1 per 1,000 live births in 2014 to 3.1 per 1,000 live births

Action Items (through FY 2018)

- Implement 1,000 Books Before Kindergarten initiative

- Offer new workshops and collections focused on STREAM subjects (science, technology, reading, engineering and math)

- Restore the Teen Wellness Center to full capacity

- Implement Simpson Park Playground improvements

- Continue implementation of the Early Care and Education Work Group's "Common Agenda" for early care and education

- Complete analysis and begin development of citywide afterschool programs including Alexandria City Public Schools

- Increase school capacity to meet the needs of Alexandria's children and youth

- Restore the Women, Infants and Children (WIC) satellite clinics to the Cora Kelly – Mount Vernon Area

- Continue Substance Abuse Prevention Coalition of Alexandria (SAPCA) initiatives and direct services of the Youth Development Counselors

- Continue strategies to enhance and increase mentoring within the City through the Alexandria Mentoring Partnership

Thriving Children and Youth, Continued

Supporting City Plans, Documents and Policies, Cont'd.

- Alexandria City Public Schools Strategic Plan
- Alexandria Citywide Arts and Culture Plan
- Alexandria Community Health Improvement Plan
- Alexandria Health Profile I Report
- Alexandria Library Five-Year Plan
- Athletic Field Master Plan
- Children and Youth Master Plan
- Chinquapin Park Recreation Center and Aquatics Facility Feasibility Study
- Complete Streets
- Developmental Assets Report
- Early Care and Education Common Agenda
- 2015 Recreation Parks and Cultural Activities Needs Assessment
- Long Range Education Facilities Plan
- Open Space Plan
- Public Art Implementation Plan and Policy
- Strategic Plan to Prevent and End Homelessness
- Youth Risk Behavior Surveillance System Report

Environmental Sustainability

In 2022, Alexandria has an abundant tree canopy, clean air, and clean waterways. City government conserves energy and works to reduce carbon emissions, including building and maintaining environmentally friendly infrastructure and utilizing sources of renewable energy. Residents and businesses participate in alternative methods of waste disposal, including recycling and composting, to minimize contributions to landfills. Alexandria is a clean, sustainable community with policies and education that promote environmental vitality and community well-being.

Key Indicators to Achieve by 2022

- Increase the percentage of Alexandria land covered by tree canopy from 2014's 34%
- Reduce greenhouse gas emissions from 13 metric tons of carbon dioxide per capita in 2012 to 10 metric tons per capita
- Increase the percentage of Alexandria waste that is diverted through recycling, reuse, or composting from 48% in 2015 to 50%
- Increase the percentage of the Chesapeake Bay Water Pollution Reduction Goal completed from 24% in 2015 to 45%

Action Items (through FY 2018)

- Construct Windmill Hill shoreline replacement project
- Construct Lake Cook stormwater management project
- Complete 20-year resource recovery strategic plan
- Implement stormwater utility
- Begin implementation of the Sanitary Sewer Long Term Control Plan
- Present recommendations for green fleet policy
- Begin update of the Environmental Action Plan
- Update the Urban Forestry Master Plan
- Initiate Construction of the Ben Brenman Pond Retrofit

Supporting City Plans, Documents and Policies

- Alexandria City Public Schools Strategic Plan
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Alexandria Park Plan
- Chesapeake Bay Total Maximum Daily Load Action Plan
- Combined Sewer System Long Term Control Plan
- Complete Streets

Environmental Sustainability, Continued

Supporting City Plans, Documents and Policies, Cont'd.

- Energy and Climate Change Action Plan
- Environmental Action Plan 2030 (including Eco-City Alexandria)
- Fort Ward Management Plan
- Four Mile Run Restoration Project
- Green Building Policy
- Housing Master Plan
- Maintain proactive maintenance of street trees on a five-year cycle
- Natural Resources Management Plan
- Open Space Plan
- Potomac Yard Metrorail Station Plan
- 2015 Recreation Parks and Cultural Activities Needs Assessment
- Sanitary Sewer Master Plan
- Solid Waste Management Plan
- Transportation Management Plan
- Transportation Master Plan
- Urban Forestry Master Plan
- Water Quality Management Supplement

Healthy Residents

In 2022, Alexandria ensures equal and ready access to opportunities that promote mental and physical well-being, and a happy, active lifestyle. Alexandria will work to reduce inequities in the health system, increase access to care for all residents, and provide a system of support for residents with behavioral health needs. Assure a continuum of long-term services for older and/or disabled residents.
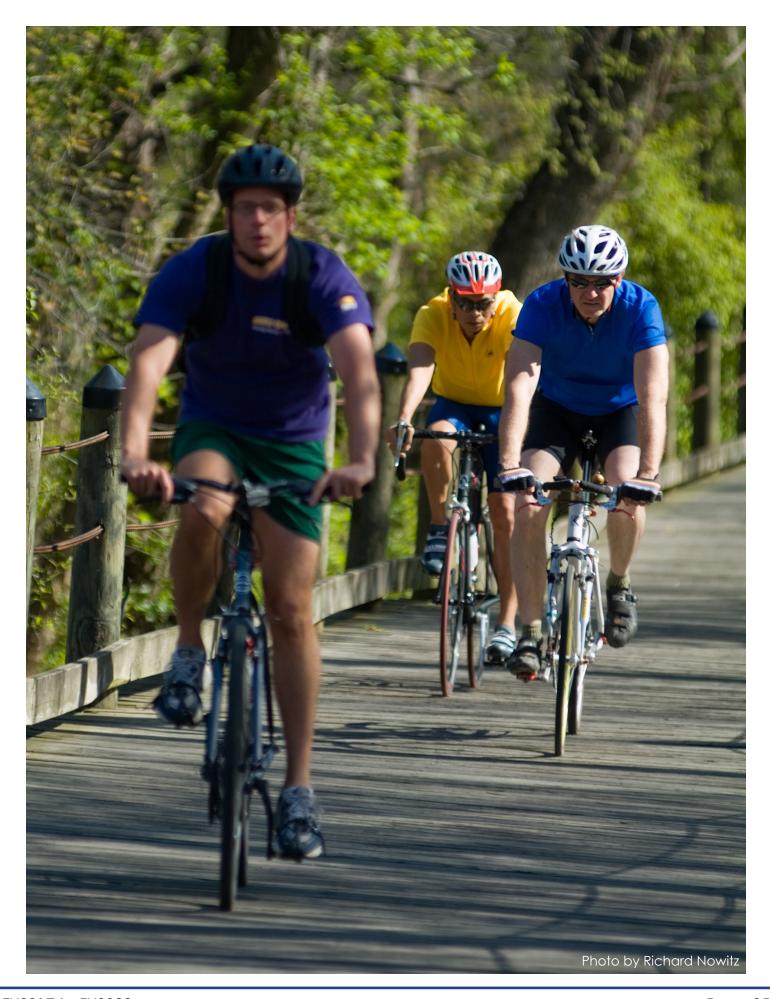
Key Indicators to Achieve by 2022

- Increase the percentage of residents who feel they are in very good or excellent health from 2016's 73%
- Increase the percentage of clients who improve behavioral health functioning after receiving emergency services from 2016's 90%
- Reduce obesity among city residents from 16% in 2013-2014 to 13%

Action Items (through FY 2018)*

- Continue implementation of the Program of Assertive Community Treatment
- Restore tuberculosis clinic services to function at full capacity
- Improve environmental health on-time food facility inspections to 90%
- Publish public health reports to inform policy and intervention development
- Implement opt-out HIV testing in all Health Department clinics
- Collaborate to improve Kindergarten BMI surveillance and reporting to provide evidence for targeted interventions to address childhood obesity

Supporting City Plans, Documents and Policies

- Alexandria Community Health Improvement Plan
- Alexandria Health Profile I Report
- Aging Master Plan[1]
- Athletic Field Master Plan
- Children and Youth Master Plan
- Chinquapin Park Recreation Center and Aquatics Facility Feasibility Study
- Early Care and Education Common Agenda
- Environmental Action Plan 2030 (including Eco-City Alexandria)
- Open Space Plan
- Strategic Plan to Prevent and End Homelessness
- Urban Forestry Master Plan
- Youth Risk Behavior Surveillance System Report

Photo by Richard Nowitz

Multimodal Transportation

In 2022, Alexandria is regionally linked and easy to navigate regardless of resources or ability. City government supports a wide variety of safe, connected transportation options that enable access to daily activities. These options include bus, metro, bicycle, automobile, and walking. Public transportation has reliable and frequent service that is clearly communicated and understood.

Key Indicators to Achieve by 2022

- Increase the percentage of commuters using alternative transportation options from 37% in 2013 to 40%
- Reduce the number of traffic crashes from 1,440 crashes in 2015 to 1,400 crashes
- Reduce the number of traffic crashes that result in fatalities and severe injuries from 2015's 15
- Maintain the percentage of residents with a positive view of the overall ease of getting to places they usually visit at or above 2016's 73%
- Increase Alexandria's Pavement Condition Index rating from 58 out of 100 (fair) in 2016 to 71 out of 100 (satisfactory)
- Reduce the number of pedestrians and bicyclists struck by vehicles from 2015's 106

Action Items (through FY 2018)

- Award a design build contract for the Potomac Yard Metrorail Station Project
- Advance the design of the West End Transitway
- Develop a Vision Zero Action Plan for Council consideration and begin implementation
- Implement adaptive traffic management initiative
- Initiate the Alexandria Transit Vision Study
- Upgrade Commercial Parking Standards
- Complete the analysis for the Central Alexandria Traffic Study
- Seek additional funding to supplement the City's CIP for street and road resurfacing

Supporting City Plans, Documents and Policies

- Aging Master Plan[1]
- Alexandria Master Plan (land use master plan, includes all small area plans)
- Complete Streets
- Environmental Action Plan 2030 (including Eco-City Alexandria)
- Potomac Yard Metrorail Station Plan

Multimodal Transportation, Continued

Supporting City Plans, Documents and Policies, Cont'd.

- Transportation Management Plan
- Transportation Master Plan (including Vision Zero)
- Transit Development Plan

Completed Action Items

	DISTINCTIVE AND VIBRANT NEIGHBORHOODS
FY 2017	• Complete Old Town North Small Area Plan • Conduct update of North Potomac Yard Small Area Plan

	INCLUSIVE CITY
FY 2017	• Provide housing relocation support to Beauregard residents impacted by redevelopment • Launch an equity and implicit bias initiative

	WELL-MANAGED GOVERNMENT
FY 2017	• Successfully update the five-year financial planning model for FY 2018 - FY 2022

	SAFE AND RESILIENT COMMUNITY
FY 2017	• Partner with Northern Virginia Family Services to double the amount of gang intervention services to children deemed at risk of gang involvement • Develop a response team by June 2017 to enhance the City response to youth who run away from home and to victims of human trafficking • Continue to analyze, prioritize, and determine areas to implement from the International Association of Chiefs of Police Staffing Study • Complete the Fire Station location analysis to identify the impact of relocating or replacing stations throughout the city • Initiate a community paramedicine program that engages and directs frequent contacts of the EMS system to appropriate medical and social resources

	FLOURISHING ARTS, CULTURE AND RECREATION
FY 2017	• Update Open Space Master Plan with new policies and goals

	STRONG ECONOMY
FY 2017	• Update North Potomac Yard Small Area Plan • Complete Old Town North Small Area Plan • Continue marketing campaign for season two of Mercy Street on PBS • Create initiatives to support growth of the retail sector in Alexandria • Conduct office competitiveness study to identify the ideal office tenant for Alexandria

THRIVING CHILDREN AND YOUTH

FY 2017	• Develop a response team by June 2017 to enhance the City response to youth who run away from home and to victims of human trafficking • Partner with Northern Virginia Family Services to double the amount of gang intervention prevention services to children deemed at risk of gang involvement • Hire an intake diversion specialist to increase juvenile diversion rates and decrease juvenile crime and recidivism

ENVIRONMENTAL SUSTAINABILITY

FY 2017	• Update Open Space Master Plan with new policies and goals • Complete tree inventory for 20% of the city

HEALTHY RESIDENTS

FY 2017	• Grow the Employee Wellness Program for all City Staff

MULTIMODAL TRANSPORTATION

FY 2017	• Begin design of West End transitway • Implement Complete Streets design standards that provide safe and accessible streets for all users

Acknowledgements

City Council

- Mayor Allison Silberberg
- Vice Mayor Justin M. Wilson
- Councilman Willie F. Bailey Sr.
- Councilman John T. Chapman
- Councilman Timothy B. Lovain
- Councilwoman Redella S. "Del" Pepper
- Councilman Paul C. Smedberg

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- Debra R. Collins, Deputy City Manager
- Laura B. Triggs, Deputy City Manager
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- Michelle Davis, Visual Information Developer
- Melissa Riddy, Senior Communications Officer

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- Christina Zechman Brown, City Attorney's Office

Endnote

1   In 2017 the Aging Master Plan will be retired and replaced by the American Association of Retired Persons/World Health Organization Age Friendly Community Network plan.

Key Indicator Data Sources

KEY INDICATORS	DATA SOURCE
DISTINCTIVE AND VIBRANT NEIGHBORHOODS	
Maintain the percentage of residents satisfied with historic preservation at or above 2016's 83% (fiscal year).	Alexandria Resident Survey
Maintain the percentage of residents with a positive view of the overall quality of new development in Alexandria at or above 2016's 64% (fiscal year).	Alexandria Resident Survey
Maintain the percentage of residents with a positive view of their neighborhood as a place to live at or above 2016's 83%.	Alexandria Resident Survey
INCLUSIVE CITY	
Reduce the percentage of low and moderate income households considered to be housing cost burdened from 2015's 67% (calendar year).[1]	U.S. Census Bureau (American Community Survey)
Increase the percentage of residents who do not perceive barriers to living in Alexandria based on age, gender, race, national origin, religion, disability, or sexual orientation from 2016's 80% (fiscal year).	Alexandria Resident Survey
Reduce the percentage of residents living in poverty from 2014's 9.6% (calendar year).	U.S. Census Bureau (Small Area Income and Poverty Estimates)
Maintain the unemployment rate below the regional, state and federal unemployment rates (calendar year).	Virginia Employment Commission
Reduce homelessness from 224 persons in 2016 to 173 (fiscal year).	Homelessness in Metropolitan Washington Results and Analysis from the Annual Point-in-Time (PIT) Count of Persons Experiencing Homelessness

1   Data for this indicator is collected by the American Census Bureau. Low to moderate income households include all households making $75,000 a year or less.

KEY INDICATORS	DATA SOURCE
WELL-MANAGED GOVERNMENT	
Maintain that City government receives the highest bond ratings of AAA/Aaa by two rating agencies (fiscal year).	Moody's and Standard and Poor's
Increase the percentage of residents who approve of the overall quality of City government services from 2016's 77% (fiscal year).	Alexandria Resident Survey
Increase the percentage of residents who approve of the overall customer service provided by City government employees from 2016's 69% (fiscal year).	Alexandria Resident Survey
Increase percentage of residents who approve of the value of services received for taxes paid in Alexandria from 2016's 52% (fiscal year).	Alexandria Resident Survey
Increase the percentage of City-owned building square footage that is rated in Grade C/Average or better according to the Facility Condition Index (FCI) rating from 2016's 56%.	Department of General Services
SAFE AND RESILIENT COMMUNITY	
Reduce the number of violent crimes from the 2015 rate of 209 incidents per 100,000 residents (calendar year).	Police Department
Reduce the response time for 90% of medical incidents from 6:52 (six minutes and fifty-two seconds) in 2016 to 6:30 (six minutes and thirty seconds) (fiscal year).	Fire Department, amount of time for the department to turnout and travel to 90% of responses
Reduce the response time for 90% of fire incidents from 6:57 (six minutes and fifty-seven seconds) in 2016 to 6:30 (six minutes and thirty seconds) (fiscal year).	Fire Department, amount of time for the department to turnout and travel to 90% of responses
Increase the percentage of residents who have a positive overall feeling of safety in Alexandria from 2016's 80% (fiscal year).	Alexandria Resident Survey
Increase Alexandria's Building Insurance Services Office rating from 82.41 out of 100 in 2016 to 85 out of 100 (fiscal year).	Insurance Services Office; average of the commercial and residential ratings

KEY INDICATORS	DATA SOURCE
FLOURISHING ARTS, CULTURE AND RECREATION	
Maintain the percentage of residents satisfied with opportunities to attend cultural, arts, music activities at or above 2016's 74% (fiscal year).	Alexandria Resident Survey
Maintain the 2015 rate of 7.3 acres of open space per 1,000 residents (fiscal year).	Alexandria Department of Recreation, Parks, and Cultural Activities
Increase the percentage of Alexandria households participating in recreation programs from 2016's 52% (fiscal year).	Alexandria Department of Recreation, Parks, and Cultural Activities Needs Assessment Survey
STRONG ECONOMY	
Increase the local gross domestic product from $11.1 billion in 2015 to $12.3 billion (calendar year).	Alexandria Finance Department, Gross Receipts of Alexandria businesses
Reduce the office vacancy rate from 15.6% in 2015 to 12.4% (calendar year).	CoStar
Increase the number of jobs in Alexandria from 106,238 in 2015 to 113,850 (calendar year).	Quarterly Census of Employment and Wages with MWCOG adjustment
THRIVING CHILDREN AND YOUTH	
Increase the percentage of students who participate in early childhood programs the year prior to entering ACPS kindergarten classrooms from 76% in 2016 to 83% (fiscal year, 2015 – 2016 school year).	Alexandria City Public Schools
Reduce the percentage of youth who self-report current alcohol use from 26% in 2014 (fiscal year, 2014 survey).	Youth Risk Behavior Survey
Increase the on-time high school graduation rate from 82% in 2016 to 92% (fiscal year, 2015-2016 School Year).	Virginia Department of Education
Increase the percentage of youth who self-report engaging in daily physical activity, lasting 60 minutes or more from 13% in 2014 to 16% (fiscal year, 2014 survey).	Youth Risk Behavior Survey

KEY INDICATORS	DATA SOURCE
Increase the percentage of children and youth who report having three or more non-parent adults who provide support from 2016's (fiscal year, school year survey).	Youth Developmental Assets Survey
Reduce the teen pregnancy rate from 23 per 1,000 in 2014 to 10 (calendar year).	Virginia Department of Health
Reduce the City's infant mortality rate from 5.1 per 1,000 live births in 2014 to 3.1 (calendar year).	Virginia Department of Health
ENVIRONMENTAL SUSTAINABILITY	
Increase the percentage of Alexandria land covered by tree canopy from 2014's 34% (calendar year).	City of Alexandria Geographic Information Systems Division
Reduce greenhouse gas emissions from 13 metric tons of CO_2 per capita in 2012 to 10 metric tons per capita (calendar year).	Washington Council of Governments Greenhouse Gas Inventory
Increase the percentage of Alexandria waste that is diverted through recycling, reuse, or composting from 48% in 2015 to 50% (calendar year).	Alexandria Department of Transportation and Environmental Services
Increase the percentage of the Chesapeake Bay Water Pollution Reduction Goal completed from 24% in 2015 to 45% (fiscal year).	Alexandria Department of Transportation and Environmental Services
HEALTHY RESIDENTS	
Increase the percentage of residents who feel they are in very good or excellent health from 73% (fiscal year).	Alexandria Resident Survey
Increase the percentage of clients who improve functioning after receiving behavioral health[2] emergency services from 2016's 90% (fiscal year).	Department of Community and Human Services
Reduce obesity among city residents from 16% in 2013-2014 to 13% (calendar year) (reported using two years of data).	Virginia Behavioral Risk Factor Surveillance System Survey

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2   Behavioral Health includes mental health, intellectual disability and substance abuse prevention.

KEY INDICATORS	DATA SOURCE
MULTIMODAL TRANSPORTATION	
Increase the percentage of commuters using alternative transportation options from 37% in 2013 to 40% (fiscal year).	Washington Council of Governments State of the Commute Report
Reduce the number of traffic crashes from 1,440 crashes in 2015 to 1,400 (calendar year).	Alexandria Police Department
Reduce the number of traffic crashes that result in fatalities and severe injuries from 2015's 15 (calendar year).	Alexandria Police Department
Maintain the percentage of residents with a positive view of the overall ease of getting to places they usually visit from 2016's 73% (fiscal year).	Alexandria Resident Survey
Increase Alexandria's Pavement Condition Index rating from 58 out of 100 (fair) in 2016 to 71 out of 100 (satisfactory) (fiscal year).	Alexandria Department of Transportation and Environmental Services
Reduce the number of pedestrians and bicyclists struck by vehicles from 2015's 106.	Alexandria Police Department

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